

Message Text

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C O N F I D E N T I A L ROME 10901

STADIS//////////

FOR ASSISTANT SECRETARY MOOSE (AF) FROM SILVA

E.O. 11652: GDS
TAGS: PINS MARR CG
SUBJECT: PARTICIPATION IN EUROM LOGISTICAL SUPPORT TEAM

REF: STATE 140606; STATE 141046; ROME 10297

1. MY FEW DAYS AT EUROM WERE ONLY marginally BENEFICIAL TO THE SHABA AIRLIFT ENTERPRISE, THOUGH I FOUND IT PERSONALLY HIGHLY USEFUL. THE FOLLOWING COMMENTS MAY BE HELPFUL TO ANY AFTER-ACTION RUMINATIONS THAT MAY TAKE PLACE IN AF.

2. THE FIRST FEW DAYS OF THE ORGANIZATION OF THE AIRLIFT EFFORT AND ITS INITIAL IMPLEMENTATION WERE COMPLICATED BY A PAUCITY OF INFORMATION AND A LACK OF COMMUNICATION AMONG THE PRIMARY PLAYERS ON THE U.S. SIDE: OUR AFRICAN POSTS, THE DEPARTMENT, EUROM. INITIALLY EUROM'S POLICY GUIDANCE WAS ONLY OF THE BROADEST KIND AND ITS OPERATIONAL GUIDANCE UNCLEAR... WHERE WAS THE AUTHORITATIVE SOURCE OF AIRLIFT REQUIREMENTS? THE FRENCH? OR OUR EMBASSIES IN THE PARTICIPATING AFRICAN COUNTRIES? GIVEN THE PRACTICAL--AND APPARENTLY AGREED--LIMITATIONS UPON THE EXTENT OF THE U.S. AIRLIFT IT WAS NOT EARLY MADE CLEAR TO EUROM WHAT THE AIRLIFT PRIORITIES WERE AND WHO WAS TO SET THOSE PRIORITIES. GENERAL HUYSER WAS CER-
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TAINTLY SENSITIVE TO THE INEVITABLE INITIAL AMBIGUITY IN THE OPERATION BUT EFFECTIVE EXECUTION OF HIS INSTRUCTIONS WAS IN THE EARLY STAGES IMPEDED BY THESE UNCERTAINTIES. THOUGH MUCH OF THE INITIAL AMBIGUITY WAS BEYOND THE DEPARTMENT'S CONTROL TO RESOLVE, IT WOULD HAVE BEEN USEFUL TO PROVIDE EUROM AND THE AFRICAN POSTS WITH MORE INFORMATION AS TO THE PROCESS OF RESOLUTION.

3. THE COMPLAINT I HEARD REPEATEDLY FROM SOME OF THE MORE SENIOR OFFICERS WAS A FAMILIAR ONE AND ONE THAT HAS SOME JUSTICE--"WE MILITARY ARE OF COURSE SUBORDINATE TO THE CIVILIAN LEADERSHIP OF OUR GOVERNMENT..WE WOULD HAVE IT NO OTHER WAY... BUT WHAT WE NEED IS TO HAVE OUR INSTRUCTIONS AND THEN YOU STEP ASIDE AND LET US DO OUR JOB." IN FACT, EUCOM DID A SUPERB JOB. AT AN APPROPRIATE MOMENT IT MIGHT BE WORTH CONSIDERING A "WELL DONE" FROM THE SECRETARY (AND/OR THE PRESIDENT) TO GENERAL HUYSER.

4. THE BELGIAN AND FRENCH LIAISON OFFICERS ASSIGNED TO EUCOM FOR THIS OPERATION WERE BARELY ON SPEAKING TERMS. THE BELGIAN, SPEAKING TO HIS AUTHORITIES IN BRUSSELS, NORMALLY USED FRENCH --UNLESS THE FRENCH OFFICER WERE PRESENT, IN WHICH CASE HE SWITCHED TO FLEMISH. BOTH, HOWEVER, PERFORMED AN ESSENTIALLY OPERATIONAL LIAISON ROLE AND HAD LITTLE OR NOTHING TO CONTRIBUTE IN TERMS OF POLICY COORDINATION.

5. GENERAL HUYSER, IN FACT, WAS HIS OWN LIAISON WITH THE FRENCH, SPEAKING REGULARLY WITH GENERAL MERY (WHO WAS AN OLD FRIEND).

6. IN RETROSPECT, AN ADDED RESOURCE FROM THE FOREIGN SERVICE WAS NOT NEEDED IN STUTTGART. GENERAL HUYSER HIMSELF IS AN EXTRAORDINARILY POLITICALLY SENSITIVE COMMANDER WITH CONFIDENTIAL

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QUITE A REMARKABLE GRASP OF THE ISSUES AND PITFALLS IN THE INTERNATIONAL SYSTEM. IN ADDITION, THE DEPUTY POLAD, A QUIET, UNASSUMING BUT INTELLIGENT AND EFFECTIVE FOREIGN SERVICE OFFICER, PROVIDED THE GENERAL AND HIS STAFF WITH ANY NECESSARY ADDITIONAL INSIGHTS. TO SOME EXTENT THE FACT OF MY PRESENCE SERVED TO UNDERCUT HIS AUTHORITY. THE RETURN OF THE SENIOR POLAD ONLY SERVED TO EMPHASIZE THE SUPERFLUITY OF MY PRESENCE. AFRICAN EXPERTISE IN THE CIRCUMSTANCES OF THIS OPERATION WAS NOT PARTICULARLY RELEVANT. A CLOSE LINK BETWEEN THE AFRICAN BUREAU AND THE POLAD BY TELEPHONE AND TELEGRAPH (USING THE POLAD CHANNEL) WOULD HAVE PROVIDED EXCHANGES OF INFORMATION THAT WOULD HAVE EASED THE CONCERNS OF BOTH SIDES. THE ESTABLISHMENT OF A SPECIAL TDY REPRESENTATIVE IN THE BEST OF SUCH CIRCUMSTANCES CANNOT BUT REDUCE THE FUTURE CONFIDENCE OF THE COMMANDER IN THE COMPETENCE OF HIS ASSIGNED POLITICAL ADVISORS.

7. EUCOM'S RESPONSIBILITIES IN AFRICA SEEM DESTINED TO CONTINUE AND PERHAPS EVEN BROADEN. THIS SEEMS A POOR TIME TO REDUCE THE STATE DEPARTMENT PRESENCE AT THAT COMMAND. HOWEVER, THAT APPEARS TO HAVE BEEN DECIDED. THE ASSISTANT POLAD POSITION HAS BEEN ABOLISHED. GENERAL

HUYSER OPPOSED THE MOVE. THAT DECISION, IN MY VIEW,
OUGHT TO BE CAREFULLY RECONSIDERED. IDEALLY, THE
TWO POLAD'S IN STUTTGART SHOULD BE CHOSEN NOT ON THE BASIS
OF PM EXPERTISE--THAT CAN BE ACQUIRED ON THE JOB. EACH
SHOULD HAVE BROAD AND CMPLEMENTARY AREA EXPERIENCE (AFRICA,
NEAR EAST OR EUROPE) TO BE ABLE TO PROVIDE A BROAD SPEC-
TRUM OF THE BEST AVAILABLE ADVICE (AND KNOW WHERE TO GET
ANSWERS IF THEYDONT KNOW) TO THISIMPORTANT COMMAND.HOLMES

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